

DRAFT
STRATEGIC DEVELOPMENT PLAN
FOR SYSTEMS CONTROL INC.

AUGUST 1985

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PLAN FOR SYSTEMS CONTROL INC.

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FUNDAMENTAL OBSERVATIONS

- SIL Commitment
- Organizational Structure
- Fundamental Business Shift
- Dedicated Marketing
- Productivity Improvement
- Core Strategy



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SIL COMMITMENT

- Software Products Market Requires Substantial Long-Range Commitment--All Or Nothing Opportunity
- CIM Market Can Only Be Successfully Targeted With Substantial Investment
- U.S. Market Must Be Prime SIL Target--This Means Geographic Expansion Which Is Costly

ORGANIZATIONAL STRUCTURE

- Current Matrix Structure Is Unworkable
- New Structure Needs To Reflect New Emphasis On:
 - Dedicated Marketing/Productizing
 - Human Resources Management
 - Project Management/Cost Control
 - SBU Integration
- Or Split Up Into Separate Companies/Entities

FUNDAMENTAL SHIFT IN BUSINESS MODE AND CONTENT

- Large, Complex Projects → Bite Size Projects
- Low Profitability → Medium
- High Risk → Low Risk
- Consulting Dominant → Products Dominant
- T & M → Fixed Price/Schedule

CHANGE IN MINDSET

DEDICATED MARKETING

- SBU's Require Very Focused Selling/Positioning
- Evaluation Of Investment Justification Versus Real Opportunity
- Finite Markets In Some Areas; Need Follow-On Products/Markets
- Productizing Is A Professional's Job
- Dedicated Marketing Function Essential To:
 - Productizing Of Off-The-Shelf Modules
 - Marketing Planning (Business Plan, Competitive Analysis, Market Research, etc.)
 - Promotions/Product Launch
 - Documentation/Sales Support
 - Pricing
 - Press/Public Relations

PRODUCTIVITY/PROFIT IMPROVEMENT

- Biggest Short-Term Improvement That Could Be Made Is In Establishing Project Management Standards and Project Tracking/Cost Control
- Hire Professional Managers And Train, Train, Train.
- Invest In People, Not Tools
- Also Fundamental To SC's Growth:
 - Using Industry Revenue-Per-Head Averages, \$600 Million in 1990 = 7,000 People
 - Using SC's Current Revenue-Per-Head, \$600 Million = 5,000 People
- Market Specialization Is Also A Proven Way Of Improving Profit Margins:
 - In 1984 Public Diversified Professional Services Companies Averaged 3.7% Net Profit
 - In The Same Period Public Specialized Professional Services Companies Averaged 10% Net Profit

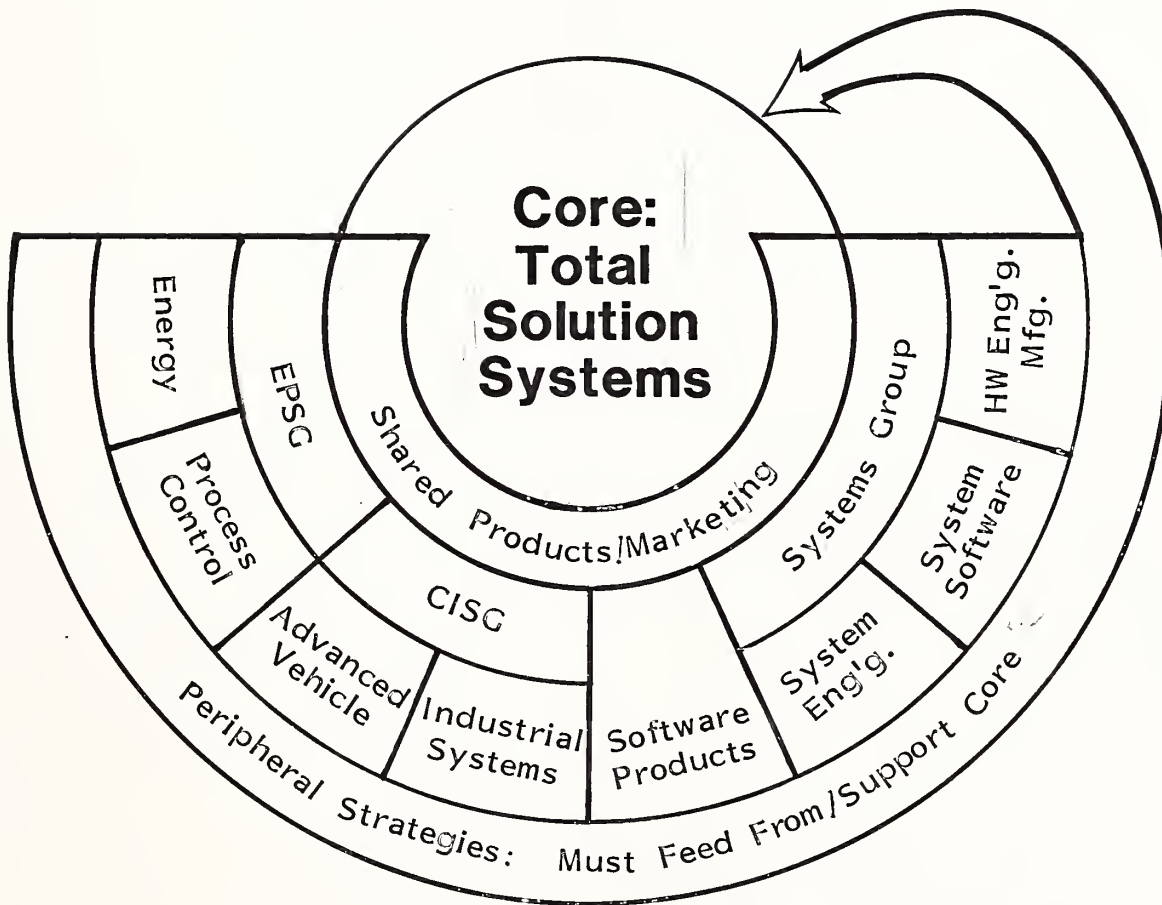
STRATEGY

- Core Strategy Needed To Improve:
 - Cohesion
 - Direction
 - Communication
- Peripheral Strategies Must Match Core
- Integrated Development Plan Needed

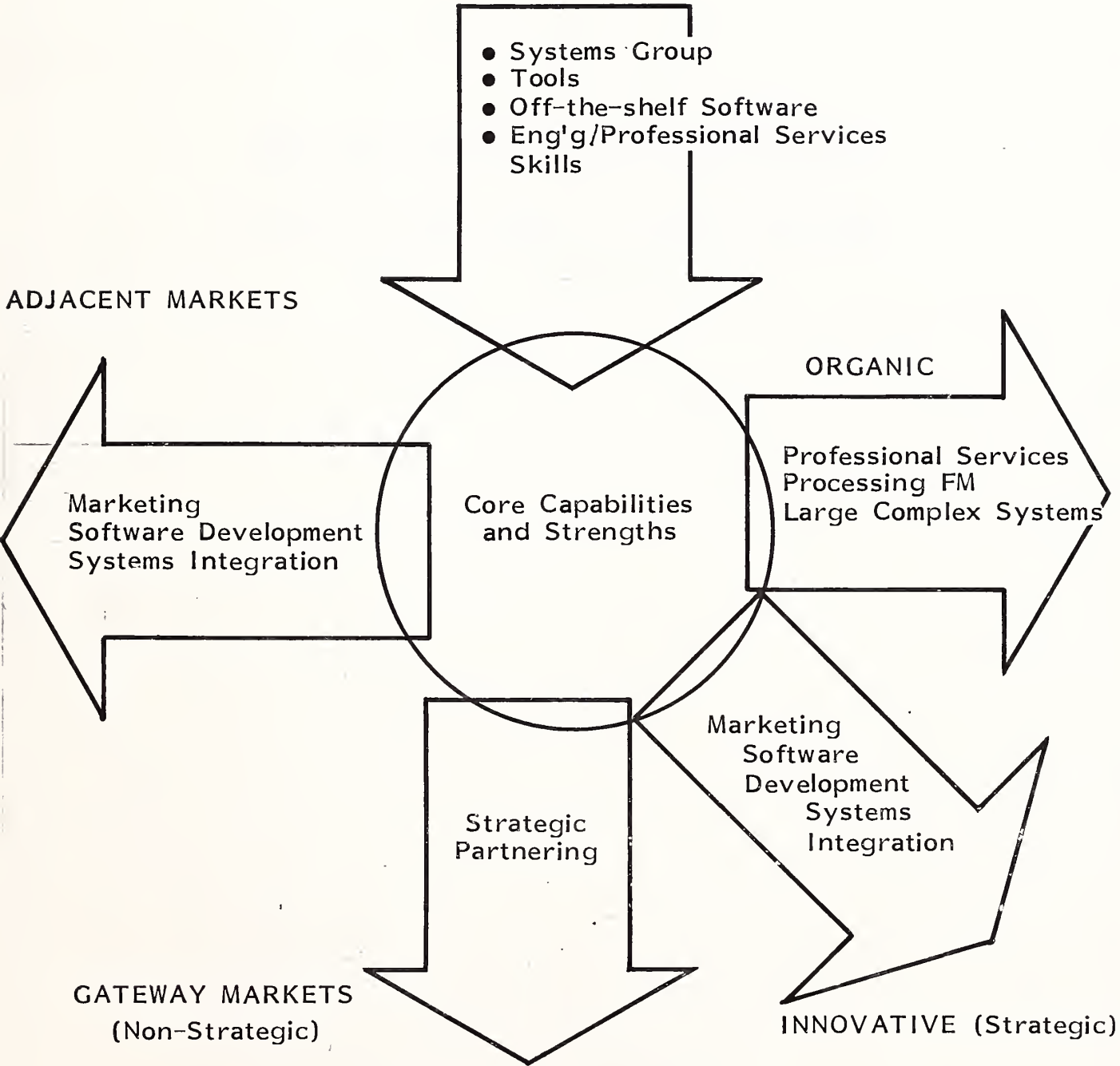
SYSTEMS CONTROL HAS TOO MANY BUSINESS FRAGMENTS

- INPUT Suggests Four Groups At Most:
 - Software Products (U.S., Both Systems And Applications)
 - EPSG (Energy And Process Control Systems Group)
 - CISG (Commercial And Industrial Systems Group)
 - Systems Group (Resource Engine)
- Each Group Must Have A Market Strategy Which Must Fit The Core Market Strategy Of Systems Control (Which Needs To Be Enunciated)

CORE MARKET STRATEGY



LONG RANGE STRATEGY



Business Environment Analysis and Forecasts

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INTERNATIONAL THEMES

- **Telecommunications**
- **Oil/Energy Management**
- **CIM**
- **Software Products**

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TELECOMMUNICATIONS

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TELECOMMUNICATIONS MARKET BUSINESS ENVIRONMENT

- Major Restructuring Underway Due To Partial Deregulation And AT&T Divestiture
- Multiplicity Of Products, Services, And Vendors Has Created The Need For Specialist Consultants, Custom And Packaged Software, And Project Management Expertise
- Data Communications Market Is Huge (\$24 Billion In 1984), But Services Market For Same Is Small. High Potential And Key Account Contracts, However, Plus Fast Growth
- Systems Integration, Consulting, And Custom Software Opportunities

SERVICES TO TELECOMMUNICATIONS SECTOR, 1985-1990

<u>\$ MILLIONS</u>		
<u>SERVICE</u>	<u>1985</u>	<u>1990</u>
● Software Products	190	620
- Applications	107	390
- Systems	83	230
● Turnkey Systems	90	290
● Professional Services	125	310
	==	==
Total	405	1,220
	==	==

OIL/ENERGY MANAGEMENT

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OIL/ENERGY MANAGEMENT MARKET
BUSINESS ENVIRONMENT

- Oil: Oil Companies Suffering From Reduced Profitability And Need For Increasingly Complex Production Processes. Substantial Investment In Downstream Processing Capabilities

- Electric Utilities: Do Not Expect To Order Significant Amounts Of New Equipment Until Late 1980s; Also Shift To Smaller Units. Emphasis On Management, Operations, And Maintenance Of Existing Facilities

- Industry Institutes: Steady, Small Flow Of Studies And Projects Which Provide Entree To New Markets (e.g., Nuclear)

SERVICES TO OIL/ENERGY MARKET
1985-1990

\$ MILLIONS

	<u>SERVICE</u>	<u>OIL & GAS</u>	<u>UTILITIES</u>	<u>TOTAL</u>
1	Turnkey Systems	190	50	240
9	Professional Services	380	128	508
8	Software Products	80	62	142
5		==	==	==
	Total	650	240	890
		==	==	==
1	Turnkey Systems	590	105	695
9	Professional Services	960	325	1,285
9	Software Products	285	220	505
0		==	==	==
	Total	1,835	650	2,485
		==	==	==

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CIM

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CIM MARKET BUSINESS ENVIRONMENT

- Early Stages Of Development: Network Protocol Standards Are Absent And Vendor Alliances Only Partially Formed (Integration Of Specific Submarkets Where Some Vendors Are Entrenched)
- CIM Penetration Highest In CAD/CAM/CAE Area And Lowest In Process Control And Robotics
- Current Opportunities Are In Large Custom Consulting, Systems Design, And Systems Integration Projects Requiring Good Project Management/Cost Control Skills And Techniques
- High Risk Market: Technology Is New, Customer Expectations Tend To Be High And Specification Of Needs Tend To Be Vague

CIM SERVICES MARKET, 1985-1990

	<u>\$ MILLIONS</u>	
<u>SERVICE</u>	<u>1985</u>	<u>1990</u>
Turnkey Systems	30	390
Professional Services	70	175
Software Products	115	1,130
	<u> </u>	<u> </u>
Total	215	1,695
	<u> </u>	<u> </u>

SOFTWARE PRODUCTS

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SOFTWARE PRODUCTS BUSINESS ENVIRONMENT

- Software Products Have Been The Growth Star Of The Information Services Market, But In The Fourth Quarter Of 1984 The 35% Per Year Growth Slowed To 18%
- The Market Is Suffering From "Product Digestion" At The Top And Bottom Ends:
 - Integrated Software Products And DBMS Sales Have Slowed (Hogan, Cullinet)
 - Personal Computer Software Sales Have Slowed (BPI, MicroPro, Peachtree)
- Too Many Vendors Are Disappointed At Not Being Able To Grow Their Market At 50% Over 1984 (Which Was Already Up 50% Over 1983); Also Poor Business Management
- Software Products Market Remains A Major Services Market Opportunity For 1985-1990

SOFTWARE PRODUCTS MARKET, 1985-1990

\$ BILLIONS

TYPE

1985

1990

APPLICATIONS SOFTWARE

- Mainframe/Mini 6.3 22.0

- Micro 1.4 7.9

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Total 7.7 29.9

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SYSTEMS SOFTWARE

- Mainframe/Mini 5.1 15.4

- Micro 0.9 6.2

Total 6.0 21.6

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Grand Total 13.7 51.5

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U.S. THEMES

- **Government**
 - **Federal (Excluding Defense)**
 - **State and Local**
- * **Electric Utilities**
- * **Vehicle Consumer Systems and Services**
- * **(Treated in SBU Analysis)**

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FEDERAL GOVERNMENT MARKET BUSINESS ENVIRONMENT

- The Federal Government Is The Largest Purchaser Of Professional Services. The Upgrade And/Or Total Replacement Of Information Systems Represents Half The Expenditures Planned Through 1986. The Largest Are:
 - Social Security Modernization Program
 - Federal Aviation Administration National
 - Aerospace System Replacement
- All Categories Of Communications Expertise is Needed By The Federal Government, Particularly In Systems Design, Network Analysis, Product/System Selection, Training/Education, And Support Services
- Wider Use Of Commercial Software Is Being Emphasized As A Means Of Reducing Existing (Unrealizable) Software Cost Envelope Projections

FEDERAL GOVERNMENT MARKETS, 1985-1990

	<u>\$ MILLIONS</u>	
<u>SERVICE</u>	<u>1985</u>	<u>1990</u>
● Software Products	<u>431</u>	<u>1,074</u>
● Turnkey Systems	<u>507</u>	<u>1,244</u>
● Professional Services	<u>2,926</u>	<u>7,152</u>
- Software Development	996	2,469
- Consulting	336	681
- Education And Training	268	797
- Facilities Management	568	1,043
- Systems Integration	758	2,162
	<u>-----</u>	<u>-----</u>
Total	<u>3,864</u>	<u>9,470</u>

STATE AND LOCAL GOVERNMENT BUSINESS ENVIRONMENT

- Current Expenditures By Sector Are:

-	State	:	45%
-	City	:	30%
-	County	:	14%
-	Districts And Other	:	11%

- State Areas Of Opportunity:

Information Services 1985

-	Education	:	Highly Decentralized	:	\$154 Million
-	Welfare	:	Medicaid	:	\$81 Million
-	Transportation	:	Department of Motor Vehicles	:	\$41 Million
-	General	:	Law Administration	:	\$85 Million
-	Hospitals	:	Cost Control	:	\$36 Million

- Fastest Growing States (In Order): California, Texas, Washington, And Florida

- City Areas Of Opportunity:

-	Utilities	:	Water Companies
-	Public Safety	:	Communications
-	Highway	:	Traffic Analysis And Planning
-	Welfare	:	Entitlement Programs
-	Education	:	Decentralized
-	Sanitation	:	Planning And Forecasting

STATE AND LOCAL GOVERNMENT MARKETS, 1985-1990

\$ MILLIONS

<u>SERVICE</u>	<u>1985</u>	<u>1990</u>
● Software Products	<u>180</u>	<u>343</u>
● Turnkey Systems	<u>63</u>	<u>167</u>
● Professional Services	<u>86</u>	<u>180</u>
- Software Development	38	80
- Consulting	25	50
- Education And Training	7	15
- Facilities Management	5	11
- Systems Integration	11	24
	<u>==</u>	<u>==</u>
Total	<u>329</u>	<u>690</u>

SYSTEMS CONTROL SBU GROWTH PATHS

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CURRENT AND POTENTIAL GROWTH PATHS

- ORGANIC - Expansion Of Current Activities
- ADJACENT - Expansion Into Markets That Are Related To Current Products/Services
- GATEWAY - Leverage Of Current/Adjacent Market Products/Services Through Strategic Partners
- INNOVATIVE - Side-Step Into New Markets With Same Skill Requirements/Characteristics

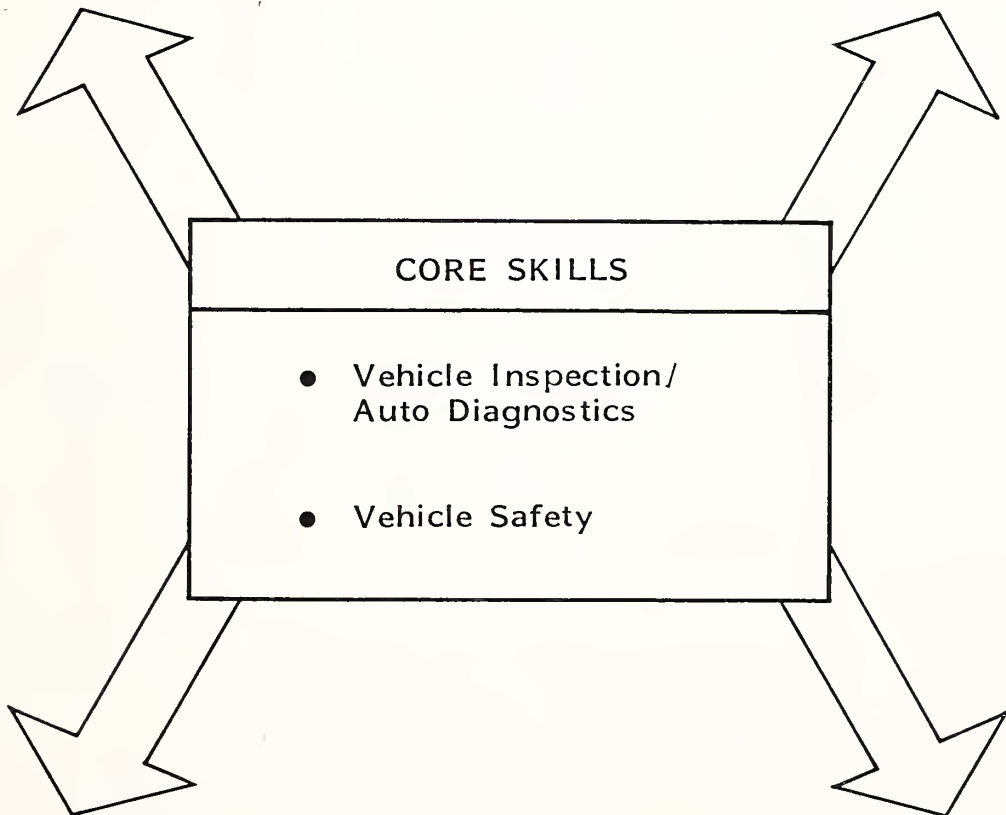
SC ADVANCED VEHICLE SYSTEMS GROWTH PATHS

ORGANIC

- Contract Renewals
- (Small No. of) New Contracts
- Referee/QC Business

ADJACENT

- On-Line Service Station Smog Test Monitoring/Reporting



INNOVATIVE

- Private Aircraft Maintenance Monitoring (M1, M2, M3)

GATEWAY

- International Markets (West Germany, France) for Current Products

"New Markets" Thrust Imperative NOW.

SC ELECTRIC UTILITY MARKETS

	GENERATION	TRANSMISSION	DISTRIBUTION
P L A N N I N G	<ul style="list-style-type: none"> • A & E Firms • Specialty Firms <div>DEAD</div>	<ul style="list-style-type: none"> • SP; EPRI • Industry Standard Software <div>SC Potential</div>	<ul style="list-style-type: none"> • SP; EPRI Starting • Small Utilities Potential <div>SC Potential</div>
C O N S T R U C T I O N	<ul style="list-style-type: none"> • Industrials • A & E <div>DEAD</div>	<ul style="list-style-type: none"> • A & E Firms Solely 	<ul style="list-style-type: none"> • FM Integration • Mapping, DB <div>SC Potential</div>
M A I N T .	<ul style="list-style-type: none"> • Emerging (SW) • A & E; EPRI <div>SC Potential</div>	<div>No SC Knowledge</div>	<ul style="list-style-type: none"> • Large Utilities • Emerging Market <div>SC Potential</div>
O P E R A T I O N S	<ul style="list-style-type: none"> • Plant Optimization/ Profit • Emerging <div>SC Potential</div>	<ul style="list-style-type: none"> • EMS/SCADA • High Tech/Rate of Change <div>SC Active</div>	<ul style="list-style-type: none"> • SCADA • Tie to Plg. /Constr. / Mainten. <div>SC Active</div>

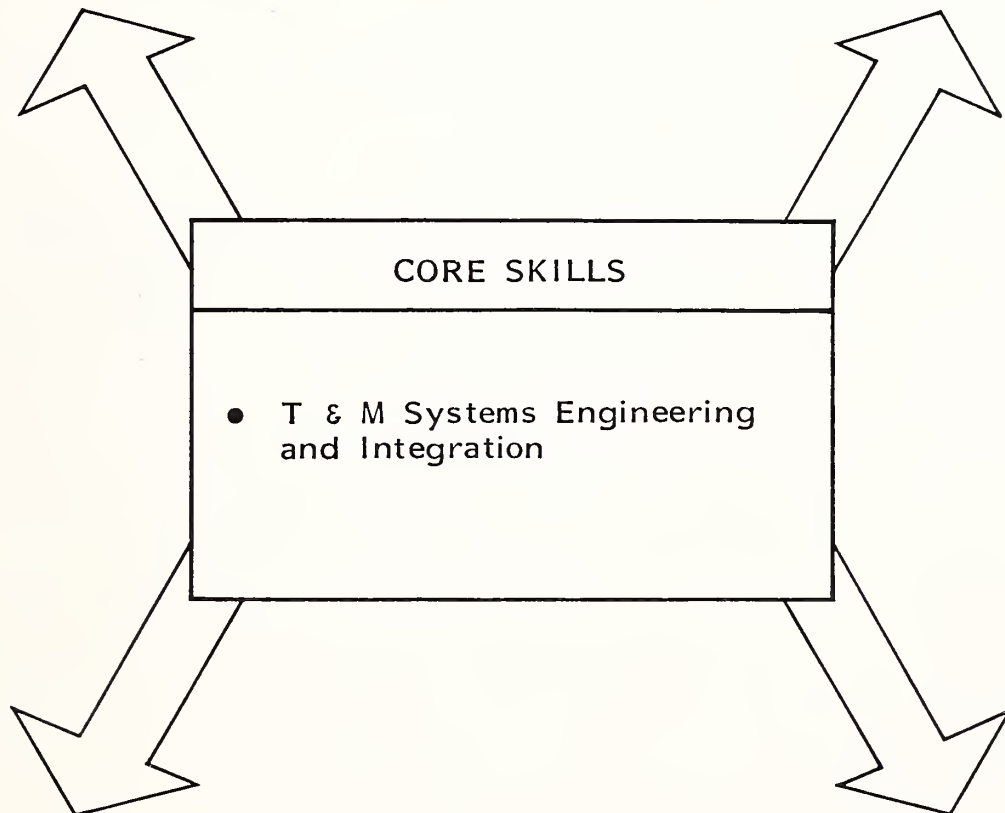
SC ENERGY SYSTEMS GROWTH PATHS

ORGANIC

- Develop Fixed Price/Fixed Schedule Controls/Management
- Increased Marketing in Power Distribution

ADJACENT

- Plant Maintenance
- Emerging Market



INNOVATIVE

- Plant Optimization/Management (Big Emerging Market)

GATEWAY

- Combustion Engineering (Fossil)
- B & W (Nuclear)

Develop Matrix of Services
That Complement Each Other

SC PROCESS CONTROL SYSTEMS

- Should Be Integrated Into Energy Systems Group
- Only Expansion Opportunities Are "More Of Same," New Hardware
- A Component, Not A Market
- Focus On Standardizing Hardware And Software Building Blocks

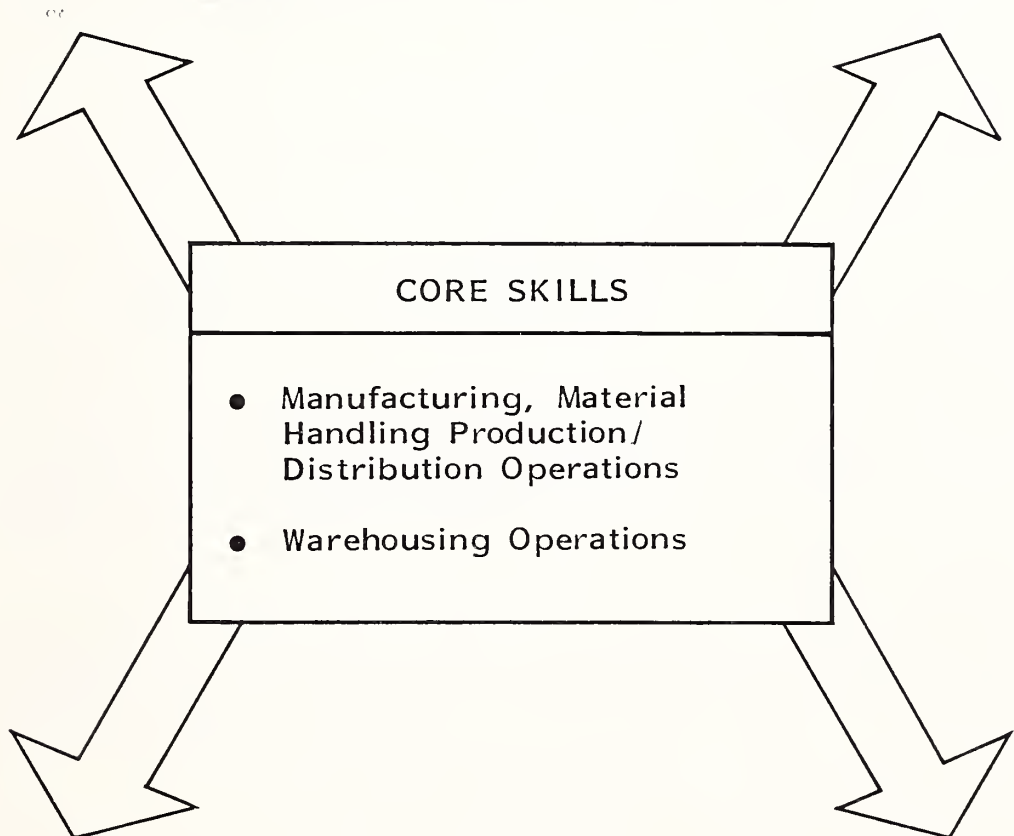
SC INDUSTRIAL SYSTEMS GROWTH PATHS

ORGANIC

- Bid Investment (\$1M:\$50M)
- People Are the Gating Factor.

ADJACENT

- Teroman Turnkey



INNOVATIVE

- Not Needed

GATEWAY

- Laterals (HW Supplies, SW COS)
- Verticals (Primes)

Few Growth Paths Needed; Current Market Big Enough for Present

SC INFORMATION SYSTEMS STRATEGIC DIRECTION

- Options Decided On Will Determine The Future Of SC In Packaged Software And Leveraged Turnkey Systems Markets:
 - Which Operating System(s)?
 - Which Data Base(s)?
 - Which Hardware Manufacturer(s)?
- Product Priorities Must Feed/Integrate With SC's Divisional Needs Rather Than Simply Targeting SP Markets
- Growth Path Is A Function Of Strategy (Which Has Too Many Variables In It At The Moment)
 - Organic Growth Is Likely To Be Small
 - Base Must Be Built Before Adjacent And Gateway Projections Can Be Made
 - Acquisitions Are Main Source Of Substantial Growth

SBU OPPORTUNITY PROJECTIONS 1985-1990

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OPPORTUNITY PROJECTIONS

- For Each Of The Following SBU Forecasts, The Baseline Projection Is Current Business Plan Plus INPUT's Expectation Of Growth To 1990
- Organic, Innovative, And Gateway Markets Are Subjective Evaluations Which Are Presented As High Potential Possibilities. However, These Can Change As Opportunities Present Themselves
- Each of the Projections Requires Substantial Investment If It Is To Be Achieved And Assumes The Ability Of Systems Control To Staff And Manage The New Areas

SBU: ADVANCED VEHICLE SYSTEMS

Revenue Type	Rounded to \$ Millions				
	Base Year 1984	Budget 1985	1986	1990	1986-1990 AAGR (Percent)
Current Baseline	17	18	34	35	-
Organic Growth	-	-	4	8	19
On-Line Smog Reporting (Adjacent)	-	-	-	10	NA
Private Aircraft Maintenance (Innovative) Reporting	-	-	-	20	NA
International Markets (Gateway)	-	-	1	10	78
Total Potential (\$ Millions)	17	18	39	83	21%

SBU: ELECTRIC UTILITY MARKETS AND PROCESS CONTROL

Revenue Type	Rounded to \$ Millions				
	Base Year 1984	Budget 1985	1986	1990	1986-1990 AAGR (Percent)
Current Baseline	15	14	13	27	20
Organic Growth (Distribution)	-	-	2	10	20
Plant Maintenance (Adjacent)	-	-	1	20	111
Plant Optimization/Management (Innovative)	-	-	2	30	97
Strategic Partnering (Gateway)	-	-	-	20	NA
Total Potential	15	14	18	107	56

SBU: INDUSTRIAL SYSTEMS

Revenue Type	Rounded to \$ Millions				
	Base Year 1984	Budget 1985	1986	1990	1986-1990 AAGR (Percent)
Current Baseline	1	12	15	25	14
Organic Growth	-	-	10	40	41
Teroman Turnkey	-	-	-	15	NA
Innovative (Not Needed)	-	-	-	-	-
Gateway (Not Identified)	-	-	-	-	NA
Total Potential	1	12	25	80	34

SBU: INFORMATION SYSTEMS
(Software Products)

Revenue Type	Rounded to \$ Millions				
	Base Year 1984	Budget 1985	1986	1990	1986-1990 AAGR (Percent)
Current Baseline	-	-	2	10	50
Organic Growth	-	-	-	NA	NA
Adjacent (Not Identified)	-	-	-	-	NA
Innovative (Not Identified)	-	-	-	-	NA
Acquisitions (Gateway)	-	-	10	25	26
Total Potential	-	-	12	35	31

SUMMARY REVENUE FORECAST

SOURCE	1984	1985	1986	1990	1986-1990 AAGR
<u>BASELINE</u>					
Advanced Vehicle	17	18	34	35	=
Electronic Utility	15	14	13	27	20
Industrial Systems	1	12	15	25	14
Information Systems	-	-	2	10	50
Totals	33	44	64	97	11
<u>Other</u>					
Advanced Vehicle	-	-	5	48	76
Electric Utility	-	-	5	80	100
Industrial Systems	-	-	10	55	53
Information Systems	-	-	10	25	26
Totals	-	-	30	208	62
Grand Totals	33	44	94	305	34

SUMMARY

- Acquisitions/Joint Ventures Must Supply \$295 Million Of Additional Revenue By 1990 To Reach \$600 Million Goal
- Some Acquisitions Are Necessary To Support \$208 Million Forecasted Growth For Existing Businesses (Particularly Software Products)
- Goal Must Be One Company The Size of SC Each Year, 1986 Through 1990
- Acquisitions Must Support Peripheral Strategies As Well As Core Strategy
- Substantial Investment Needed To Achieve \$305 Million Forecasted Goal

ACQUISITION TARGETS SOFTWARE PRODUCTS

- A Significant Software Products Base Cannot Be Built Without Acquisitions
- Software Industry In Temporary Slump. Good Time To Review Target Opportunities
- (Target List Cannot Be Established Without A Strategic Direction)
- Recommendations:
 - DB Companies
 - Compatible Software/Professional Services Companies
 - System Software Companies
- Also, Consider Selling Marketing Rights To Certain U.S. Vertical Non-Strategic Markets For Products Like TEROMAN While Retaining Strategic Vertical Markets For Direct Sales

POTENTIAL ACQUISITIONS IN SOFTWARE PRODUCTS

<u>COMPANY</u>	<u>\$ REVENUE (M)</u>		<u>SPECIALTY</u>	<u>STATUS</u>
	<u>1985 (1984)</u>			
Integral Systems Walnut Creek (CA)	20		Human Resources Management	Private
AMS Arlington (VA)	97 (1984)		Federal Government, State And Local, Energy Companies, Telecoms, Colleges/Universities Financial	OTC
American Software Atlanta (GA)	30		IBM-Based, Marketing Oriented, Productizing Of Other Software	OTC
Goal Systems International Columbus (OH)	14		Systems Management, Computer Security, Computer-Based Training	Private
BGS Waltham (MA)	11 (1984)		Capacity Management, Network Analysis, Federal Government Professional Services	OTC

JOIN FORCES WITH THE POWERS THAT BE

- IBM
 - Now Open To Discuss Joint Marketing Programs With Professional Services Vendors In The Information Services Arena
- DBMS
 - Cullinet, Software AG, CINCOM, ADR, Data Retrieval
- Strategic Partnering For Specific, Focused Markets, e.g.:
 - Telecredit/Light Signatures For Entitlement Programs
 - Informatics For Legal Services
- Target Specific, Focused Applications, e.g.:
 - Motor Vehicle Historical Data
 - Vehicle And Driver Registration Systems

INVESTMENT REQUIREMENTS

- In Evaluating The Investment Needs, INPUT Used The Following Assumptions And Guidelines:
 - Baseline And Organic Growth - 15% Of On-Going Revenue
 - Adjacent Markets - 20% Of Same
 - Gateway Markets - 10% Of Same
 - Innovative Markets - 100% Of Same Over Five-Year Period
 - Acquisitions - If Company Bought Is A Leader, 100% Or More Of Revenue; If Secondary Rank 80%

BASELINE INVESTMENT REQUIREMENTS

SBU	1986	1987	1988	1989	1990	Total
Advanced Vehicle Systems	5.1	5.4	5.7	5.4	5.2	26.8
Electric Utility Markets and Process Control	1.9	2.2	2.7	3.4	4.0	14.2
Industrial Systems	2.2	2.5	3.0	3.3	3.7	14.7
Information Systems (Software Products)	0.3	0.6	0.9	1.2	1.5	4.5
Totals	9.5	10.7	12.3	13.3	14.4	60.2

ORGANIC GROWTH INVESTMENT REQUIREMENTS

SBU	1986	1987	1988	1989	1990	Total
Advanced Vehicle Systems	0.6	0.7	0.9	1.0	1.2	4.4
Electric Utility Markets and Process Control	0.3	0.6	0.9	1.2	1.5	4.5
Industrial Systems	1.5	2.1	3.0	4.2	6.0	16.8
Information Systems (Software Products)	-	- NOT APPLICABLE			-	-
Totals	2.4	3.4	4.8	6.4	8.7	25.7

ADJACENT MARKET INVESTMENT REQUIREMENTS

SBU	1986	1987	1988	1989	1990	Total
Advanced Vehicle Systems	-	0.4	0.8	1.6	2.0	4.8
Electric Utility Markets and Process Control	0.2	0.4	0.8	1.8	4.0	7.2
Industrial Systems	-	0.6	1.4	2.2	3.0	7.2
Information Systems (Software Products)	-	- NOT IDENTIFIED			-	-
Totals	0.2	1.4	3.0	5.6	9.0	19.2

INNOVATIVE MARKETS INVESTMENT REQUIREMENTS

SBU	1986	1987	1988	1989	1990	Total
Advanced Vehicle Systems	-	-	1.3	3.9	9.1	14.3
Electric Utility Markets and Process Control	0.5	1.5	3.3	7.3	14.3	26.9
Industrial Systems	-	-	NOT NEEDED		-	-
Information Systems (Software Products)	-	-	NOT IDENTIFIED		-	-
Totals	0.5	1.5	4.6	11.2	23.4	41.2

GATEWAY MARKETS INVESTMENT REQUIREMENTS

SBU	1986	1987	1988	1989	1990	Total
Advanced Vehicle Systems	0.1	0.2	0.3	0.5	1.0	2.1
Electric Utility Markets and Process Control	-	0.1	0.5	1.0	2.0	3.6
Industrial Systems	-	NOT IDENTIFIED			-	-
Information Systems (Software Products)	-	NOT IDENTIFIED			-	-
Totals	0.1	0.3	0.8	1.5	3.0	5.7

INVESTMENT REQUIREMENTS FOR
SUMMARY REVENUE FORECAST

INVESTMENT TARGET	1986	1987	1988	1989	1990	TOTAL
Current Baseline	9.5	10.7	12.3	13.3	14.4	60.2
Organic Growth	2.4	3.4	4.8	6.4	8.7	25.7
Adjacent Markets	0.2	1.4	3.0	5.6	9.0	19.2
Innovative Markets	0.5	1.5	4.6	11.2	23.4	41.2
Gateway And Acquisitions	0.1	0.3	0.8	1.5	3.0	5.7
Total	12.7	17.3	25.5	38.0	58.5	152.0

MANPOWER REQUIREMENTS

- Based On Industry Averages, Systems Control Should Be Able To Generate \$60,000 Of Annual Revenue Per Employee. This Value Will Rise By 6% Per Year From 1985 Through 1990
- This Suggests That A Revenue Goal Of \$600 Million By 1990 Requires Approximately 7,000 People
- Using SC's Current Revenue-Per-Head Value And The Same 6% Per Year Growth Rate, The \$600 Million Goal Would Require 5,000 People
- A Similar Size Software Products Company Would Need Only 3,000 People
- Whatever The Mix Of SC Products And Services In 1990, SC Will Need Professional Managers To Control The Company, Which It Currently Lacks-- SC Currently Has An Abundance Of Extremely Competent But Technical Senior People

